



## 2004 Annual Report of the Environmental Finance Center Network

### Region 5 – EFC at the Maxine Levin College of Urban Affairs at Cleveland State University

*Cleveland State University is the Environmental Finance  
Center serving the Great Lakes Region*

#### INTRODUCTION

The Great Lakes Environmental Finance Center (GLEFC) assists communities and public, private, and non-profit sector entities in the Great Lakes states of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin build innovative, cost effective,

and high quality strategies for environmental improvement and sustainable economic development.

The GLEFC is housed within the Maxine Goodman Levin College of Urban Affairs at Cleveland State University. The GLEFC provides technical assistance, training, and applied research as a resource for state and local governments, and public, private, and non-profit organizations in U.S. EPA Region 5. The Center assists these entities in solving financial problems related to environmental facilities and resources. Services include financial and economic analysis and strategies; policy analysis and planning; brownfields community advisory services; research and information services; and training seminars and conferences. GLEFC utilizes many tools to assist clients, including financial and budget analysis, market and impact analysis, best practice reviews, training seminars and conferences, focus groups and community visioning/strategic planning processes, and environmental planning and program evaluation.

## ACCOMPLISHMENTS

In 2004, the GLEFC portfolio of projects included several new projects, projects that are driven by continuing partnerships with federal, state and local governments spanning two or more years, and second and third phases of externally funded projects.

As in prior years, the GLEFC provided technical assistance, applied research, seminars/training, counsel, and testimony to local, state, federal; and not-for-profit organizations and clients throughout U.S. EPA Region 5. The GLEFC continues to provide support to the Federal Executive Board of Northeast Ohio in facilitating an intergovernmental (federal, state, and local) collaboration on brownfield finance and redevelopment, now on a state-wide basis. The GLEFC is working with the U.S. EPA Region 5 Brownfields Office to assist in initiating regional brownfield collaboration in Indiana. The GLEFC is also working on externally funded, multi-stage, and multi-client projects on a broad array of environmental public policy initiatives. In addition, the GLEFC is engaged in policy related work with the committees of the U.S. EPA's Environmental Finance Advisory Board, developing strategies for the efficient and effective management and financing of water and waste water utilities.

The GLEFC year 2004 program included:

**Brownfields Technical Assistance:**

- **Brownfields One-Stop-Shop (BOSS) Forum.** The GLEFC is in its fourth year of convening the forum of federal, state, and local government economic development and environmental officials, commercial and investment bankers, insurance executives, foundation officials, and developers to review brownfield redevelopment projects seeking financial and programmatic support. In 2004, the GLEFC merged the BOSS Forum with the Ohio Brownfield Finance Partnership convened by the Ohio Water Development Authority. The GLEFC moved the site of the Forum meetings to capitalize on the emerging state-wide market for brownfield redevelopment projects. The GLEFC convened three meetings on April 1<sup>st</sup>, July 8<sup>th</sup>, and October 17<sup>th</sup> with over 120 attendees representing public, private, and not-for-profit organizations. The Forum brownfield project presentations included:

April 1<sup>st</sup>:

- Middlebury Market Place Project in Akron
- SPECO-Kelsey Hays Site in Springfield
- Dayton Electroplate Site in Dayton

July 8<sup>th</sup>:

- Kemper Road Project, Greater Cincinnati Development Authority
- South Euclid Project in South Euclid

October 7<sup>th</sup>:

- Abandoned Gas Station Revitalization Program and Voluntary Corrective Action Rule: Ohio Bureau of Underground Storage Tank Regulation

The BOSS Forum has served to bring together seemingly disparate audiences of engineers, lawyers, commercial and investment bankers, public agencies, and private and not-for-profit developers to assist local brownfield redevelopment efforts in securing financial and technical assistance to elevate the viability of the projects.

- **Brownfield Technical Assistance, U.S. EPA.** The GLEFC provided technical assistance on brownfield remediation and redevelopment projects at the request of the U.S. EPA Region 5 Brownfields staff, including:
  - **Brownfield Support for Small Communities, Indiana Small Communities Forum, Logansport, Indiana:** The GLEFC and the U.S. EPA, Region 5 continue to provide technical assistance to a consortium of small communities in Indiana to assist in accessing funding and program support for brownfield remediation and redevelopment.
  - **Appalachian Brownfield Support Initiative, Clean Ohio Remediation Fund:** The GLEFC continues to assist the Clean Ohio program and the Ohio Department of Development in building a level of capacity in rural southeast Ohio to apply for and access brownfield assessment and remediation grants. The GLEFC conducted a phone survey for Buckeye Hills Development Corporation to increase participation in Clean Ohio application process; conducted site visits of potential brownfield assessment and redevelopment projects in New Lexington, Meigs County, and Marietta, Ohio.
  - **Brownfield Program and Funding Strategy, St. Claire -Superior Neighborhood Corporation:** The GLEFC provided technical assistance and strategy development support to a Cleveland-based neighborhood organization on accessing federal, state and local brownfield site assessment and remediation/redevelopment funding.
- **Industrial Land Bank Strategy and Business Plan, City of Cleveland:** Development of a strategy and business plan for an industrial land bank to acquire and assemble larger landscapes of property for economic Development purposes. The industrial land bank will also be utilized to acquire some environmentally contaminated properties (of strategic importance) to clean and accumulate into large marketable properties. The GLEFC is facilitating the development of the strategy and assembly of decision rules to guide the acquisition and disbursal of properties with the Mayor's cabinet. The GLEFC project staff is conducting a best practices study to determine the most effective administrative structure and operations.

- **Cuyahoga County Brownfield Assessment Grants Strategy and Process, Cuyahoga County Department of Economic Development:** The GLEFC facilitated a strategy development session with the staff of the Cuyahoga County brownfield redevelopment staff to assist in defining the criteria for the selection of environmental engineering firms to conduct grant funded brownfield site assessments.
- **Brownfield Assessment Grant Strategy, Northeast Ohio Soil and Water Conservation District:** The GLEFC facilitated a process for defining the program strategy and decision rules for selecting (environmental engineering) contractors to conduct grant funded brownfield site assessments.
- **All Appropriate Inquiry Sarbanes-Oxley Presentation, National Brownfields Association Conference, Toledo, Ohio:** Kirstin Toth presented the status of the All Appropriate Inquiry/Sarbanes Oxley at a regional conference of the National Brownfields Association.
- **Brownfield News, Editorial Board.** EFC Director Kevin O'Brien serves on the Editorial Board of the Brownfield News magazine, as the brownfield finance editor.

#### Finance and Policy Research and Technical Assistance

- **Ohio Land Fill Market and Cost Structure Study, Ohio Department of Development.** The GLEFC conducted market and cost structure analysis of land-fill fees in Ohio to aid the Clean Ohio Council in developing performance measures to assist in modeling the land fill component of brownfield remediation grant applications.
- **Capital Contracting in 2003, Build Up Greater Cleveland, Greater Cleveland Growth Association.** The GLEFC conducted an analysis of the capital contracting and planning by greater Cleveland infrastructure agencies in calendar year 2003. Conducted in January 2004, the retrospective analysis of capital funding attracted serves as information and data to support the annual strategy of the public – private partnership for infrastructure advocacy.
- **Useful Life Financing of Water Facilities: Useful Life Workgroup, U.S. EPA Environmental Finance Advisory Board (EFAB):** The GLEFC contributed to the EFAB Workgroup concerned with exploring strategies for

creating new revenue flows and linking the amortization of debt to the useful life of the capital installation being financed. The final report was issued in Fall 2004.

### Program Development and Evaluation

- **Clean Ohio Brownfield Remediation Grant Program, Year One Program Evaluation, Delta Institute.** The GLEFC is partnering with the Chicago based Delta Institute to conduct an evaluation of the first year of operation of the Clean Ohio Brownfield Remediation grant program. The evaluation, initiated during fall 2004, is expected to be completed by summer 2005.
- **Best Practices in Financing Lead Abatement: Cuyahoga County Department of Health, City of Cleveland Department of Health, U.S. EPA Region 5, U.S. Department of Housing and Urban Development, and Centers for Disease Control.** At the request of the U.S. EPA Region 5 office, the GLEFC initiated a national best practices scan to identify innovation in financing of lead remediation and abatement programs. The best practice scan is being conducted for a consortium of local and federal agencies.
- **Strategic Plan for Coastal Resources Management Training: Ohio Department of Natural Resources, Old Woman Creek National Estuarine Research Reserve, and the Ohio Sea Grant College Program:** The GLEFC concluded the third component of a three-year (three segment) project that assessed the need and market for coastal resources management training needs in the Lake Erie Basin in Ohio. The final phase, conducted in 2004, facilitated the development of a strategic plan for delivery of training services. The GLEFC competitively bid for the externally funded strategic planning project.
- **National Scan of Coastal Resources Management Training Strategies of NOAA Affiliated National Estuarine Research Reserves (NERRs), U.S. Department of Commerce, National Oceanic and Atmospheric Administration:** The GLEFC conducted a review of the Coastal Resources Management Training program strategies of the 26 National Estuarine Research Reserves. The GLEFC reviewed the strategic plans of the NERRS programs to define the common strategies in coastal training programs. The GLEFC competitively bid for the externally funded NOAA project.

- **Needs Assessment and Market Analysis of Coastal Training Needs, Apalachicola (Florida) National Estuarine Research Reserve:** The GLEFC conducted an assessment of the need for coastal resource management training programs in the panhandle watershed region surrounding the Apalachicola National Estuarine Research Reserve (NERRs). The GLEFC coordinated the project through the Region 4 EFC in North Carolina. The GLEFC also conducted an analysis of the market for coastal resource management training in the Apalachicola watershed. The GLEFC competitively bid for the externally funded Apalachicola NERRs project.

### **Brownfields Seminars/Training**

- **Brownfield Redevelopment: Nuts and Bolts Finance Seminar, U.S. HUD and U.S. EPA, Chicago, Illinois, June, 2004.** The GLEFC conducted a two-day brownfield finance seminar as a part of the U.S. EPA and HUD annual seminar in Chicago for local government officials. The GLEFC developed and utilized 3 case studies in the workshop to train the 42 participants on steps in determining the redevelopment viability of a brownfield site, how to develop a pro forma/redevelopment financial plan, and how and where to seek financing for the redevelopment. The GLEFC partnered with John Magill of the Ohio Department of Development and the Clean Ohio Remediation Fund.
- **Healthy Homes National Conference, U.S. Department of Housing and Urban Development, U.S. EPA, and the Centers for Disease Control.** At the request of the U.S. EPA Region 5 office, the GLEFC facilitated the development of a national conference strategy/program for the joint EPA/HUD/CDC Healthy Homes National Conference in Orlando, Florida. The Conference, convened in June, 2004, was utilized to exchange strategies on the identification and remediation of lead contaminated residential properties.
- **Capital Planning and Finance Michigan AWWA and Michigan Water Environment Association 2004 Joint Conference.** The GLEFC presented a session on the “*Strategic Management of Water and Waste Water Utilities While Complying with GASB Statement No. 34*” at the annual conference of the Michigan AWWA/Water Environment Association in Grand Rapids Michigan in August, 2004.



- **Utilizing Asset Management Systems to Facilitate Private Economic Growth in Croatia, U.S. Agency for International Development.** The GLEFC in collaboration with the Cleveland State University-based Unger Croatia Center for Local Government Leadership is developing a university curriculum (for graduate classes and professional continuing education training for government officials) for the portfolio management of publically owned physical assets to facilitate private economic growth. EFC Director Kevin O'Brien traveled to Zagreb and Rijeka, Croatia to interview academics, public managers, and economic and finance ministers of Croatia on the need and substance of asset management.
- **Brownfield 2004 Conference.** The GLEFC participated in the U.S. EPA sponsored Brownfields 2004 Conference in St. Louis, Mo.

#### Finance and Policy Seminars/Workshops

- **Environmental Finance in the Great Lakes Region seminars for the Cleveland Council on World Affairs.** The GLEFC has conducted environmental finance seminars for U.S. Agency for International Development and U.S. Information Agency sponsored trips for foreign officials and academics. The seminars included the following participants:
  - Ukrainian Public Officials
  - South American Public and Private Sector Leaders
- **CapFinance Training.** The GLEFC partnered with the Boise State University EFC and the Ohio office of RCAP to conduct training sessions in Cleveland and Columbus, Ohio for small and medium sized local governments on the capital planning and financing software package developed by the Boise State EFC. The GLEFC provided a presentation on GLEFC Asset Management and GASB 34 Compliance or "*How Does CAPFinance Assist Your City in Managing Infrastructure*". In addition, the GLEFC partnered with Boise State to present the CAPFinance Model and GASB Statement No. 34 update to the annual Convention of the Ohio Water Environment Association in Columbus, Ohio.
- **Nuts and Bolts of Brownfield Redevelopment Financing Seminar:** Co-sponsored by the U.S. EPA Region 5 Brownfields Office and U.S. Department of Housing and Urban Development. The GLEFC plans and conducts the State and Local Sources of Brownfield Funding annual seminar offered in Chicago. The GLEFC developed case studies that profiled



specific brownfield redevelopment projects in cities with a size, scale, and scope that was appropriate for the audience. The week-long training session was developed the GLEFC and focused on brownfield redevelopment pro-forma, defining the financing alternatives available.

## PUBLICATIONS

The GLEFC has been active in publishing academic and applied articles and book chapters resulting from the applied research, technical assistance, and policy projects undertaken in 2004. Those articles published from 2004 work include:

Hill, Edward, W, and B.Geyer, K. O'Brien, et.al. "Slanted Pavement: How Ohio's Highway Spending Shortchanges Cities and Suburbs." In *Taking the High Road: A Metropolitan Agenda for Transportation Reform*, edited by Bruce Katz and Rob Puentes. Brookings Institution Press, Washington, D.C. publication pending.

Kellogg, Wendy A. and Kevin O'Brien, Claudette Robey, et.al. "Assessing Coastal Resources Management Training Needs." Coastal Management, Publication Pending.

Kellogg, Wendy A. and Kevin O'Brien, Claudette Robey, et.al. "*The Current Coastal Management Training Market in Ohio's Lake Erie Basin.*" Coastal Management, July – September, 2004.

## NEW INITIATIVES FOR 2005

The GLEFC will pursue both continuing and new initiatives in 2005, in the policy areas of brownfields and sustainable futures.

- The GLEFC will continue to convene Brownfield One Stop Shop (BOSS) Forum and to expand the program to assist small and medium sized cities in Ohio.
- The GLEFC will continue to work on brownfield related activities through the U.S. EPA, Region V office.
- The GLEFC will continue to work with the U.S. EPA Region 5 Brownfields Office to provide brownfield technical assistance to cities throughout the Region.

- The GLEFC will continue to pursue contracts with NOAA and its National Estuarine Research Reserves to continue to build on the expertise developed through the coastal resources management training projects.

## NETWORK COLLABORATION

- CAPFinance. The GLEFC continues to collaborate with the Boise State University EFC to provide training to drinking water and water treatment utilities on the use of CAPFinance, the capital asset management system.
- The GLEFC will continue to work with the members of the Environmental Finance Center Network (EFCN) as collaborative projects emerge.

## PRESENTATIONS, CONFERENCES AND MEETINGS

The GLEFC will continue to make presentations in national, state-wide, regional, and local professional/industry trade groups and organizations on environmental finance related topics. The organizations include the Council of Infrastructure Finance Authorities, Government Finance Officers Association, National League of Cities, Municipal Leagues, national brownfields conferences, Build Up Greater Cleveland, the Federal Reserve Bank of Cleveland, and U.S. EPA Region 5.

## RESULTS

The Great Lakes Environmental Finance Center continues to provide financial outreach assistance to state agencies and local communities and not-for-profit organizations on environmental compliance and sustainable strategies. The continued growth in the annual GLEFC program and the expanding partnerships with national, state, and local entities provides evidence of the impact of the organization.